

CORPORATE PLAN PRIORITIES REPORT – Delivery of budget savings through changed service provision

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Reporting period: Quarter 1, 2013-14

Corporate priority: Delivery of budget savings through changed service provision

Background: Changes to the environment in which the council operates, has forced it to review and revise the range and level of services it will provide in the future and the way in which these are to be delivered. Over the coming years the size and shape of the organisation will need to be modified to meet its future obligations, while enabling delivery of the required savings plan and Medium Term Financial Strategy. Delivery of the budget savings will be achieved with the implementation of a transformation programme focusing on five key areas:

- Accommodation rationalisation
- Shared Services
- Improved ICT infrastructure
- New ways of working
- Delivery of benefits

Fire & Rescue Service

In addition to transformation activity, it has been agreed to report on the progress of the Fire and Rescue service within this corporate priority as 'changes to service provision' form a part of the Fire and Rescue service modernisation programme, which remains of significant strategic importance.

Highways PFI Contract

At the previous cabinet meeting it was agreed that the performance of the PFI contract would be monitored and reported to the cabinet. This will be done by reporting on some of the key performance indicators being used to track contracts delivery.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to the delivery of budget savings through changed service provision.

Actions carried forward

No actions carried forward.

Summary

Status: GREEN

Risk: The strategic risks associated with this priority have been reviewed with an additional risk being associated with the arrangements to deliver Children's Services in partnership with Hampshire County Council. The partnership has been put in place to improve outcomes for children both in terms of safeguarding and education. The IWC is putting in place all necessary measures guarding to ensure the success of the partnership.

The risks and the work being undertaken to mitigate them are:

- *'Insufficient financial resources'*

This risk is currently assessed as high having been escalated from medium because of ongoing certainty that following the Local Government Resource Review (Business Rates Retention Scheme) and the Government's deficit reduction strategy, future grant settlements will include significant reductions in grants to local authorities and the pessimistic outlook for public spending from HM Treasury. There are already a number of frameworks, processes and governance arrangements in place to manage this risk, and detailed modelling of future scenarios has been done. The 2013/14 settlement and provisional settlement for 2014/15 set out further significant reductions in central government grants. The national budget in March 2013 highlighted further likely reductions in grants paid to local authorities from 2014/15 onwards. The Comprehensive Spending Review for 2015/16 was announced on 26 June 2013 and highlighted further reductions in grant. The latest projections show an overall revenue budget gap of at least £24 million over the life of the council.

A root and branch review of services in 2013/14 should enable identification of priorities and opportunities for achieving the required savings

Summary

- *'Ineffective decision making and control processes'*

This had previously been considered a low risk, and whilst a new administration is likely to cause this risk to increase, the decision to stop individual members taking delegated decisions will counter this risk to some extent. The proposals to return to a committee system will require some careful management and this risk may increase initially when the new system is introduced. The council's governance arrangements are robust with a comprehensive number of checks and balances which continue to operate (Call over, Procurement Board) as confirmed by the Annual Governance Statement. In addition, training of new members has taken place following the elections in May.

- *'Insufficient staffing capacity and skills'*

Assessed as medium. In the current economic climate and reducing financial base, continued organisational change is expected. The root and branch review being led by elected members will determine the areas upon which staffing capacity, service quality and costs will be scrutinised and future plans determined. This will inform and underpin the human resource strategies that will need to be developed to deliver agreed priorities and outcomes over the next three years.

There is concern that the capacity of managers in particular is stretched and it is the intention to provide a series of management education workshops to enhance their confidence in dealing with personnel matters. The priority area for this to take place is within children's services and a series of events are being scheduled specifically for them during September. Capacity in children's social work has been severely hampered in common with other local authorities through the difficulties of recruiting and retaining qualified social work staff in this area. However, a recent targeted recruitment campaign has produced excellent results and which will see the appointment of five permanent children's social work staff, thus reducing the costs associated with posts being covered by agency staff.

Central to the administration's Framework for Change is also the need to invest in the workforce to develop existing skills and capacity that will underpin future sustainability. Proposals and plans are being developed therefore in respect of talent management, increasing work experience opportunities and apprenticeships and more clearly defined career pathways. This will require robust workforce planning and managers will need to be supported in the analysis and interpretation of staffing information available to them. The introduction of a new job evaluation scheme and associated pay and grading framework will also be a key contributor to these developments. The introduction of the scheme however, does bring with it a number of risks, not least a threat of industrial relations dispute should a collective agreement with our recognised trade unions not be possible and it becomes necessary to initiate a terminate and re-engage process to initiate the new terms and conditions. To mitigate this risk, great emphasis is being placed on regular dialogue with trade unions and other employee representatives and their inclusion and participation in project delivery.

- *'Failure to commission and secure services which are relevant to the Isle of Wight community's needs'*

The Council has set out its priorities in its corporate plan and the Medium Term Financial Strategy sets out how the allocation of resources will be made to deliver these within a context of reducing resources available. Changes to the size and shape of council activities have been made to focus on a commissioning model that better reflects the meeting of need rather than just the council directly providing services. The Joint Strategic Needs Assessment also sets out the overall needs of the Island and this is used in determining the priorities within the Budget Strategy. Individual services adopt a range of consultation methods in ensuring that services are relevant to user and community needs. The new administration's 'Framework for Change' and the root and branch service review will enable a greater emphasis on commissioning and securing services which are relevant to the Isle of Wight community's needs.

- *'Failure of arrangements with Hampshire CC to manage children's services via a strategic partnership'*

On 19 June, the Cabinet considered entering into a strategic partnership to take effect from 1 July 2013 with Hampshire County Council for the leadership, management and operation of IWC children's services. This encompasses children's safeguarding and education. The partnership covers a substantial area of service activity with an overall budget of £25 million. The partnership has been developed over a number of months and a significant amount of work has gone into setting out how it will work. Cabinet on 19 June 2013 agreed the basis of the partnership and the partnership agreement.

There are a number of risks associated with the proposal which need managing, including the fact that the partnership is at its early stage of development, there are potential financial risks associated with a partnership of this size and complexity.

Summary

- *'Ineffective response to major emergency'*

Currently assessed as medium because the council has a comprehensive strategy and robust plans for dealing with major emergencies, which still have the potential for a high impact. In order that emergency plans remain up-to-date and effective the council's suite of emergency plans is subject to a regular testing regime through scheduled reviews and exercises. Additionally, debriefing procedures are in place in order to identify and implement learning points gained following plan activation. Whilst the disruption resulting from the 2012 Isle of Wight Festival was not deemed as a major emergency, lessons were learnt which were implemented at the 2012 Bestival and 2013 Isle of Wight Festival.

The council's position regarding response to a major health emergency has been further strengthened when responsibility for Public Health transferred to the council in April 2013. However this brings new responsibilities which have the potential to challenge the council's capacity.

In addition, there continues to be a Fire & Rescue service risk relating to this strategic risk which is the risk of failure to prevent, protect and respond effectively which although currently considered unlikely owing to the number of preventative measures in place, would have a major impact should it occur.

At the time of writing, the Fire Brigades' Union (FBU) are balloting members on potential industrial action over fire pensions. A comprehensive Business Continuity Plan is in place to mitigate the worst aspects of this risk.

Finance: Continued successful implementation of the budget savings strategy is again evident this quarter and achievement of net savings of £7.473m have been made against a profiled target of £6.867m. The shortfall against the full savings target at the year-end is due to the delayed implementation of certain savings measures, but this shortfall will be more than offset by savings in other parts of the budget. Spend on transformation projects in the 2013-14 financial year so far is only marginally behind profile and is anticipated to be on track at the year end.

Fire & Rescue service: The Fire & Rescue Service revenue budgets are forecast to overspend by £32,666 by the end of the financial year, for which a remedial plan is being developed.

The £1m, from the Department of Communities & Local Government grant to increase resilience and efficiency for command and control arrangements, is split equally between revenue and capital and spend is planned until 2018. The over-arching delivery programme has been developed in conjunction with Surrey FRS. This programme is on track as planned to deliver all outcomes.

The capital programme includes: purchasing two rescue pumps and an aerial appliance; increasing resilience and efficiency for Fire Service control; and the completion of the relocation of Fire Service HQ to Newport Fire Station. All projects are progressing well.

Performance: The overall performance against this priority has been slightly inconsistent although the performance indicators that have not met their targets have only done so by marginal amounts. Excellent progress has been made in allowing the public to complete more transactions online which proves a quicker solution for members of the public and a more cost effective solution for the Council.

The rates of collection for both Council Tax and Business rates (NNDR) are above target which is a good achievement given the introduction of the Local Council Tax Support Scheme and the Business rates retention scheme which have required a number of changes in processes and could potentially have seen a decrease in collection rates.

The number of primary fires and road traffic collisions are down from previous years and the number of home fire safety checks completed for vulnerable households is up considerably when compared to previous years.

[<Link to Quarter 1 data report>](#)

Performance commentary

Budget savings and financial performance

The capital programme is forecast to achieve £28m in 2013/14 with the remainder of the programme being re-profiled into future years. All slippage from 2012/13 has now been added to the 2013/14 budget. Challenge meetings were held with budget holders to ensure that robust plans were in place to complete the programme.

Performance commentary

The '*percentage forecast revenue income (fees and charges) compared to budget*' is presently forecast to achieve 96.2% of its target in 2013/14. The shortfall is currently estimated to be £405k. This is attributed to parking, building control, Westminster House, leisure centres, music service and Wightcare although the shortfall is partially offset from One Card additional income.

The '*value of identified savings*' is ahead of target for this quarter, with £7.473m achieved against a target of £6.867m. This includes the full year effect of the savings targets in 2012/13 and the new savings strategy for 2013/14. Savings achieved are front-loaded and 85% of the savings target for the year (£8.8m) has already been achieved. Savings are forecast to be slightly behind target at year end. Any minor under-recovery of the savings target will be offset by savings achieved in other parts of the budget.

Percentage of predicted revenue outturn (net cost of services) compared to budget at 102% represents a forecast revenue outturn is £2.7m above net budget. This is mainly attributable to additional costs around children's safeguarding, in particular residential and secure placements and agency fostering.

Online transactions

The performance in terms of '*percentage of transactions completed on-line compared to telephone / face to face*' increased from 46.7% to 55% during the first quarter of 2013/14. This was above the target that was set (43%) and has been achieved despite the large number of calls received at the beginning of the financial year concerning council tax and business rates.

'*The number of transactions that the customer can complete on-line*' has dropped fractionally in this quarter which is due to Island Roads now providing a large number of online transactions that were previously processed by the IW Council.

The '*percentage increase in completed on-line transactions compared to same quarter in last year*' total figures for the year showed an increase of 32%. The Council's new website has increased the uptake of online transactions considerably.

Shared Services

There have been a number changes to service provision in the first quarter of the year some driven by legislative changes and others through service redesign.

In April 2013 Council Tax Benefit was abolished as part of the government's changes to the welfare system. All councils were required to set up their own Council Tax Reduction scheme for people on low incomes. The Isle of Wight scheme is called Local Council Tax Support.

This local scheme implemented for 2013/14 will be a transitional one, which will enable residents to adjust to having to make contributions of a smaller amount in the first year before having to pay the full amounts in the following year (from 1 April 2014). Local Council Tax Support will therefore be restricted to a maximum of 91.5% in year one, then restricting to a maximum of 80% council tax liability in year two.

Residents who previously received full benefit and therefore had nothing to pay are now facing demands for payment. This has led to an increase in correspondence to the team and also increased customer enquiries at the help centres and via the contact centre. The more in depth discussions with regard to payment and debt advice being provided have led to longer call handling and enquiry times. Collection rates for both council tax and business rates are currently being maintained by encouraging early contact to discuss the debt, working with the Citizen's Advice Bureau and other partners, to address any special circumstances, coupled with a robust recovery timetable.

From April 2013 the Government introduced size restriction rules for those in receipt of Housing Benefit for working age people renting from a local authority, a registered housing association or other registered social landlord.

As a result of the changes listed above, the team has focussed on processing applications for benefit and adjusting claims to ensure accurate assessments based on entitlement reflect as housing benefit payments or rebated council tax bills. The average time to process a new claim in quarter one was 21.03 days (target 18.5 days) and the average time to process a benefit changes in circumstances was 7.15 days (target 7.5 days).

The collection rate for council tax at the end of June was above target at 29.99% (target 29.00%). This figure

Performance commentary

reflects the fact that most people pay by instalments throughout the year and we remain on course to meet the year-end target of 99%.

The business rates retention scheme, introduced in April 2013, changed the funding arrangements for local authorities. Previously business rates were collected at the local level, but receipts were pooled nationally and redistributed via formula grant. This meant that local authorities did not have any financial incentive to promote business growth in their area, as they did not receive the receipts from such growth. The new scheme now encourages local authorities to work with local businesses to create a favourable local environment for business growth as they will retain 50% of the business rates generated locally and will benefit from 50% of any future growth in their business rate base. The new system was also set up so that no local authority was worse off as a result of the new system at the outset of the scheme and this council received a top-up to compensate for the difference in the funding arrangements.

Although at this stage the top up provided by government is less than our forecasted figure, the amount of business rates originally forecast to be received by the council for 2013-14 was £16.645m and the amount of the top-up was £11.982m, a system of safety nets and levies have been put into place where the amount of business rates actually collected varies significantly from that assumed in the baseline figures.

As the elements which make up the business rates yield are complex, it is difficult at this stage (Q1) to determine where we are in terms of meeting the expectation of business rate yield by 31 March 2014. Completion of government returns required in September and March will provide more accurate figures and any shortfall in monies for this first year is expected to be met by grant.

The collection rate for Non Domestic Rates (NDR) at the end of June was 36.78% (target 34.00%).

In support of these activities the Help Centres dealt with 23,939 enquiries during quarter one, with a resolution rate at the first point of contact of 99.73% (target 99%) and the contact centre advisors answered 86,934 telephone enquiries with an average first point of contact resolution rate of 84.22% (target 85%). The average time taken to pick up a call was 79 seconds (target 80seconds)

Property Services

The only sale which completed in the first quarter was the sale of Ryde Theatre for £300k. Contracts were also exchanged on the sale of the vacant land on the corner of Brannon Way and Mary Rose Avenue, Wootton, for development as a Doctors' surgery but are not yet complete.

Formal approval has now been given for the sale of West Wight Middle School for £825k and the old Gurnard Primary School for £450k. These should both complete in August.

There are a further three possible disposals of school sites and a number of corporate property sales this year, subject to formal approval.

Some of the school site disposals are subject to DfE consent and a decision on a location for a Free School.

There should be greater clarity on this year's forecast receipts by the end of the next quarter.

Sickness Levels

Sickness absence is measured as the average number of working days lost per permanent employee. Following a disappointing outturn figure of 8.25 average working days lost during the period 2012/13 against a target of an average of 7.25 working days, further investigation was undertaken as to the contributing factors to this outcome.

Firstly, it was necessary to take into account that the total number of permanent staff at the beginning of the reporting period was higher than that at the end by some 2.7%. It was necessary therefore to adjust the data accordingly so that it was proportionate. As a result this reduced the average working days lost to 8.2 days.

Secondly upon examination of the absence data for leavers during the reporting period, this amounted to 13.7% of the total working days lost and just over half of those were employees who had been subject to formal absence procedures in respect to either long term sickness or unacceptable patterns of absence. In establishing the current reporting year's target therefore it was considered feasible to set a challenging target of an average of 7 working day per permanent employee. However, the outturn figure at the end of the first quarter in this current reporting cycle was an average of 1.76 working days lost per permanent employee against a target of 1.53. Whilst over target it is necessary to take into account the TUPE transfer of approximately 100 staff from Somerset Care which had not been factored in at the point at which targets were set for the year.

Performance commentary

Sickness absence data and monitoring is presented to Employment Committee on a quarterly basis and there are internal mechanisms for reviewing absence data on a monthly basis, including the provision of absence data report to Directors and Heads of Service, to ensure that pro-active management is undertaken and early intervention of occupational health services where necessary.

Fire & Rescue Service

Primary fires

37 primary fires were attended during quarter one compared to a target of 51 (45 fires were attended during the same quarter last year and 51 the previous year). 12 fires attended in April were some domestic kitchen fires. Cooking awareness will feature in future fire safety messages. Thirteen fires were attended in May, four of these were deliberate. Fire safety will be promoted among the business community and operational crews will act on excessive rubbish storage adjacent to business premises. In June nine fires were accidental and a mixture of electrical and vehicle fires. There were also three deliberate primary fires including two in East Cowes and one in Shanklin. In all cases perpetrators have been arrested by Police.

Road traffic collisions (RTCs)

The '*number of people killed or seriously injured in RTCs*' is reported on a three month lag, the most recent data reported is for January, February and March. The total number of casualties for the quarter was 11 (three in January, two in February and six in March). There were 19 people killed or seriously injured in RTCs during the same period last year and 21 the previous year.

The '*number of children killed or seriously injured in RTCs*' is reported on a three month lag, the most recent data reported is for January, February and March. There were no serious injuries in January, one in February and two in March bringing the total for the quarter to three. There were three children killed or seriously injured at the same time last year, and two in the previous year. The Fire & Rescue Service is awaiting a detailed report from Island Roads to undertake further analysis of the figures.

The service continues to deliver road crossing education within schools and the Bikeability scheme continues to teach cyclists road skills. Work continues with education programmes directed towards the under 18s. A recent joint promotion of motorcycle safety was completed with the Motorcycle Action Group. National Road Safety week was held in May and public interest was good. Questions received from the public were mostly in relation to correct child restraints in vehicles. Work continues in schools to educate the younger driver.

Response Times

There were 11 failures to meet the response standards out of 132 incidents during quarter one, making the success rate 91.7%. This is slightly higher than the response standard achieved during quarter one last year (90.6%)

Home Fire Safety Checks (HFSCs)

This data is being reported on a one month lag, the most recent data being for March, April and May. The total number of home fire safety checks carried out during those three months was 161, and of these 148 were in respect of vulnerable households. This equates to 91.9% home fire safety checks completed for vulnerable households. This is a very positive reflection of the work and referral process being adopted. This area of performance continues to improve due to more effective targeting of home fire safety checks. In the same time period last year, 86 HFSCs were carried out, 43 of these were to vulnerable households. The Community Safety department is continuing to engage with partner agencies and delivering appropriate training to those agencies who are better able to identify premises in need of HFSC.

Highways PFI

Data will be collected over the course of the first year of the PFI contract in order to form the base data required for monitoring. In summary, it is envisaged there will be:

- a reduction in accidents and casualties on the network
- a reduction in insurance claims against the Isle of Wight Council/Island Roads
- a reduction in the number of complaints received by the Isle of Wight Council/Island Roads relating to network safety

Performance commentary

- a reduction in the number of complaints received by the Isle of Wight Council/Island Roads relating to Highway services
- improved management of Carbon and Water usage.
- reduced fear of crime and disorder.
- a reduction in overall journey time for road users

These measures will form the basis to report on the on-going effectiveness of the contract delivery

Wider context

Independent report finds scope for millions to be saved in fire service

An independent report by Sir Ken Knight published in May 2013 highlights the scope for the fire and rescue services to find millions in savings whilst safeguarding emergency operations and protecting public safety. In the last decade there has been a 40% reduction in call outs and incidents, and accidental deaths from fires in the home have reached an all-time low yet expenditure and fire-fighter numbers have remained broadly the same.

Source: [Gov.UK – Department for Communities & Local Government; News Story – 17 May 2013](#)

Council Tax collection rate improves

Official statistics released in June 2013 reveal that the collection rates for Council Tax in England have reached an all-time high. Local authorities collected £22.4 billion in Council Tax in 2012 to 2013, representing an increase of £200 million on the previous year. However, as of 31 March 2013, the total cumulative amount of uncollected Council Tax still stood at almost £2.4 billion.

Source: [Gov.UK – Department for Communities & Local Government; News Story – 26 June 2013](#)

Reporting period: Quarter 1, 2013-14

Corporate priority: Raising educational standards

Background: The council is committed to achieving a sustained improvement in the standards of educational attainment by Island students, in order to equip them better for adult life. To support this ambition, the Isle of Wight school system was returned to two tiers, fully effective from September 2011. However, educational standards continue to be low, lagging on most measures behind those of statistical neighbours and the national figures. The 2013 results are imminent but, in 2012, GCSE figures lagged 15 percentage points behind the national average, while the progress made by primary school children between the age of 7 and 11, and attendance at secondary schools, taken together, were the worst in the country. There are now 8 of the island's schools that have been judged as inadequate by Ofsted.

Ofsted has begun to inspect the work of a few local authorities where educational standards and the progress of children are poor. Their report on the Isle of Wight council's school improvement work was published in late July 2013. It reported a lack of corporate and strategic leadership, under-investment in this work, inadequate knowledge of schools, some continuing incoherence in respect of school organisation, and inadequate arrangements for challenging schools, supporting headteachers and the professional development of staff.

Actions carried forward

That more information be provided to the cabinet to explain the published figures from the Department of Education on why the IW was ranked bottom or near bottom from approximately 150 local authorities in England for persistent absence from schools during 2011-12. This will be addressed within the strategic plan for school improvement to be produced for the DfE for the end of September 2013.

Summary

Status: RED

Risk: The status of the risks has remained unchanged from the previous quarter with all associated risk levels of educational attainment remaining high. The scale of the job to be done is considerable. In particular, improvements need to be made in these outcome measures:

- The percentage of children achieving the threshold in the Early Years Foundation Stage Profile
- The performance of children in reading, writing and mathematics at the age of 11
- The progress of children in those three disciplines between the ages of 7 and 11
- The percentage of young people at the age of 16 attaining 5 A*-C GCSEs including English and mathematics
- The progress young people are making from the age of 11 until the age of 16
- The attendance of young people in secondary schools.

Improvements need to be made in these output measures:

- The proportion of schools judged by Ofsted to be good or outstanding and the proportion of the island's children who attend good or outstanding schools
- The accuracy of the Council's judgements on the quality of each school particularly governance, leadership and management, and the quality of teaching; and the challenge and support, therefore, that is provided to each
- The leadership of the school system from the council and the development of a sharp focus on children's attainment and progress
- The percentage of surplus places, and the coherence of the school system
- The degree to which schools, particularly secondary schools and especially academies, display a commitment to the improvement of the whole system on the island
- The amount and quality of professional development activity available to governors, headteachers and their staff.

Performance commentary

Although some educational outcomes are available throughout the year, most can only be reported after each summer's results have been analysed.

A detailed report on educational attainment on the island in 2013 will be produced for the next quarterly report.

<[Link to Quarter 1 Data Report](#)>

Wider context

The partnership with Hampshire County Council will tackle the output measures. The Isle of Wight Council has a key and clear role in leading the local system and that role will be vigorously asserted. There will be a relentless focus on improving the outcomes attained and achieved by the island's children. The Council will work *with* schools but not *for* schools. The council will champion the interests of children and their families and challenge and support schools appropriately with those improvements in mind.

The Department for Education requires a comprehensive plan for improving educational outcomes on the Island and this will be ready for the end of September 2013. This will set out the details that will be reported on in subsequent performance reports, within five broad sections:

- The work to be done with each school individually
- The programme of development activities that will be available to all schools
- The work to be done with partners, eg the Clinical Commissioning Group, to raise educational attainment
- The work to be done with the wider island community to provide better support for children's education
- The work to be done to bring coherence to school organisation and the number of surplus places.

Reporting period: Quarter 1, 2013-14

Corporate priority: Keeping children safe

Background: The council remains committed to both improving the educational outcomes for children and young people while ensuring they remain safe and enjoy healthy lives. Safeguarding children and increasing public awareness of taking early, preventative action is a key priority of the local authority.

The Children's safeguarding Improvement Plan was submitted to the Department of Education (DfE) at the end of June 2013 as outlined by the Minister within the statutory direction and the DfE were satisfied with the content of the plan.

During Quarter 2 the newly installed Director for Children's Services will revise and review the plan in line with ambitions to further improve children's services on the Isle of Wight. The next version of the plan will be submitted to the DfE at the end of September 2013

Actions carried forward

No actions carried forward.

Summary

Status: RED

Risk: Strategic Risks have been reviewed and were presented to Audit Committee on 27 June 2013. A recommendation was approved to maintain separate risks for adults and children. It was agreed that this approach should be taken in the light of the OFSTED inspection into Children's Safeguarding earlier this year.

The resultant risk '*Failure to identify and effectively manage situations where vulnerable children are subject to abuse*' is presently assessed as being high.

The score for this risk has increased given the evidence provided by the Ofsted inspection of Safeguarding Arrangements published in January 2013 and emerging learning from a number of reviews of historical cases and audits of current practice.

The Council is now subject to a Statutory Direction issued by the Secretary of State for Education that has already seen the establishment of an independently chaired multi-agency Safeguarding Improvement Board that is overseeing the formulation and delivery of a Safeguarding Improvement Plan. In addition the council is entering into a strategic partnership with Hampshire County Council whereby its Director of Children's Services and his senior team will manage the delivery of all aspects of children's services on the Island and will bring to our assistance the full range of resources and expertise that this large and well performing council has at its disposal. In the meantime operational management of the council's safeguarding services have been strengthened in recent months by significant investment in additional qualified and experienced senior managers and front line social workers.

Finance: Against the £17.1m budget attributable to this area there is a significant overspend of £1.9m forecast for 2013/14 (11.60% variance). In the last six months there has been a significant increase in the number of looked after children with the main element of this pressure being purchased residential and fostering placements.

There are no 2013/14 budget strategy savings targets that directly impact on this area.

The two main elements of this budget are:-

- Care commissioning which includes amongst other items, the costs of placements
- Social Work and Commissioning which covers the social work teams as well as costs of in-house services such as Beaulieu House

Performance: The overall performance for this priority remains of concern with a continuing increase in the number of Looked After Children and also the increase in the numbers children subject to a Child Protection Plan.

However there has been an improvement in performance in several key performance measures not least

Summary

undertaking Initial and Core Assessments within statutory timescales where the gap in performance between the Isle of Wight Council and the national average has substantially decreased. These improvements are expected to continue through Quarter 2.

Some areas of Children's Social Care are showing improvement and the overall work around Common Assessment Frameworks (CAF) continues to exceed the targets for the total number assessments being undertaken during the year.

See Appendix H for a separate performance report which was presented to the Childrens Improvement Board in July, 2013.

[<Link to Quarter 1 Data Report>](#)

Performance commentary

Common Assessment Frameworks (CAF)

A new threshold document aligned with Hampshire County Council's was presented to the Isle of Wight Local Safeguarding Children's Board in June 2013 and this has been used by the IWC since that point.

Despite this 49 CAFs were opened in June which was an increase from May where 40 were opened. An audit is being undertaken of CAFs to understand whether they are being held at the right level and to understand why there continues to be a month on month increase

Contacts and Referrals to Childrens Social Care

754 contacts were recorded in June which was higher than any other month over the last year. This high number requires further investigation

Of those contacts only 217 (28.8%) were recorded as referrals. From November this process will be managed by Hants Direct. Of those referrals 97.2% (211) progressed to an assessment. This compares with Hampshire levels that are typically between 45-65%.

Referrals to children's social care services per 10,000 population under 18

The number of referrals has continued to rise over the three months of the first quarter. This is in part due to the completion of historic work on the system and partner agencies having a greater confidence in the system.

The number of referrals in June was 83.6 per 10,000 compared with a national average of 44.5. This will continue to be monitored

Repeat Referrals to Children's Social Care

Improvements in CIN Strategy have led to a decrease in repeat referrals and the rate at the end of June was 28.6% which is only marginally above the national average of 26.1%. The backlog is being managed more effectively and this measure.

Initial Assessments

The completion of the initial assessments continues to impact on overall timescales but despite this performance improved in June where 46.6% of initial assessments were carried out within 10 working days or referral. This is compared with 32.3% in May and 25% in April.

This rapid improvement needs to be continued in order to achieve the end of year target of 77.4% (the 2011-12 National Average).

Core Assessments

36.5% of Core assessments were completed within the target of 35 working days of their commencement which is a substantial improvement on the May figure of 14.8%. Despite this the level is still well below the National Average of 75.5%.

Performance commentary

Looked After Children (LAC)

The number of Looked after Children (children in care) was 199 at the end of June 2013. Although this represents a slowing of the rate of increase this is the highest figure for two years. The rate per 10,000 children (61.3) is now slightly above the national average (59.1).

Child Protection

The number of children subject to a Child Protection (CP) Plan increased to 119 in June which is at its highest level for two years. However, when expressed as a rate per 10,000 children, the number for the Isle of Wight (45.8) is now closer to historical national averages (37.8 to 41.8).

Wider context

Troubled Families programme receives extra £200 million boost

The government's groundbreaking Troubled Families programme will receive a massive cash boost of £200 million the Chief Secretary to the Treasury Danny Alexander announced today. This additional funding will extend intensive help to 400,000 high risk families to get to grips with their problems before they spiral out of control.

The Troubled Families programme works by assigning a dedicated worker to engage with a whole family on all of its problems, such as ensuring that the children attend school, appointments are met and appropriate services are accessed. Crucially, all of the public services involved with members of a family are coordinated and the demand on them reduced.

Source: [Gov.UK – Department for Communities & Local Government; News Story – 24 June 2013](#)

New vaccine offers babies protection against rotavirus

From 1 July, around 675,000 babies a year in England will be offered a new vaccination to protect them against rotavirus.

Rotavirus infection is the most common cause of gastroenteritis (vomiting and diarrhoea) in children under 5. Nearly every child will develop rotavirus gastroenteritis by 5 years of age. Rotavirus gastroenteritis is responsible for 130,000 visits to the GP and 13,000 hospitalisations for dehydration every year.

The introduction of the rotavirus vaccine is one of a number of new or amended vaccination programmes being introduced by PHE this year, in partnership with the Department of Health and NHS England. Additional protection against shingles, meningococcal group C and flu will be introduced later this year.

Source: [Gov.UK – Department for Communities & Local Government; Press Release – 1 July 2013](#)

Reporting period: Quarter 1, 2013-14

Corporate priority: Supporting older and vulnerable residents

Background: A key responsibility of the council remains to support the most vulnerable in Island communities, including those adults with a disability or long term health condition and the frail elderly. Going forward, four key themes have been identified, to:

- Support individuals and communities to become less dependent on public services;
- Develop more effective arrangements between public sector organisations, helping to reduce an individual's need for access to the more intensive, high cost services;
- Provide real choice in order to enable people to take control over how they are supported;
- Improve the assessment and response to need in order to speed decision making and achieve improved service outcomes for individuals by strengthening delivery of social work and care management support.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to supporting older and vulnerable residents.

Actions carried forward

No actions carried forward.

Summary

Status: AMBER

Risk: During a recent review of Strategic Risks that was presented to the Audit Committee it was decided that in the light of the OFSTED inspection of Children's Safeguarding earlier this year that risks concerning vulnerable adults and children would be monitored separately. The entry within the Strategic Risk Register reads:

'Failure to identify and effectively manage situations where vulnerable adults are subject to abuse'

Concerning vulnerable adults, the way in which we need to assess performance is changing to one that more reflects the children's approach. While our response to individual cases that are referred as a cause for concern remains important, there is now a broader focus on assuring the quality of provision, both in that provided or procured directly by the council and in that provided by partner organisations such as the NHS, and the Care Bill currently going through Parliament will make those responsibilities much more explicit.

In addition there is the oversight of individuals supported by the council provided by its care management service and while the delivery of annual reviews remain at less than 80% there has to be a degree of risk that vulnerable people are not receiving full support for their eligible needs. In order to address this, Officers are currently reviewing capacity and processes to ensure that a step change in performance is delivered during the course of 2013/14.

The risk will always score as amber as while actions that the council takes can reduce the chances of something happening to a vulnerable individual, the impact will always have the potential to be high.

The concern about performance in relation to annual reviews and the knock on to increased risks of safeguarding issues not being recognised in a timely manner is currently being addressed and a fuller update is provided under the performance commentary of this item.

Finance: Against the £47.3m net budget attributable to this area an overspend of £864,000 is being forecast at this stage for 2013/14 (1.83% variance).

The most significant pressure is within the community care budget (£611,000) due to increased activity. Other pressures are around income shortfalls in Wightcare (£129,000).

The 2013/14 budget strategy attributed savings targets of £850,000 directly to this area of which the majority have no issues around achievability.

Other relevant budgets that contribute to this priority would include Supporting People where the budget

Summary

excluding the young people element is around £3.7m for 2013/14. The budget for Supporting People is currently shown against the Housing and Homelessness corporate priority.

Performance: Performance is generally good during Quarter 1. Personal budgets have been gradually decreasing since February, however the Safeguarding Vulnerable Adults (SVA) indicators are all performing better than their targets.

[<Link to Quarter 1 data report>](#)

Performance commentary

Personal Budgets

'All personal budgets and direct payments as a percentage of all eligible service users'. Last year's end of year figure just exceeded the target (70.1 compared to 70). Performance in this quarter has seen a small decrease each month. This can be explained by the vacancy levels in care management and the need to prioritise staffing resources towards new referrals and those people identified as being at greatest risk. As a consequence of this Q1 saw an actual increase of 1.7% in personal budgets and direct payments in payment overall, but it also saw a 3.7% increase in eligible clients and 8.3% increase in eligible carers – therefore the overall position i.e.: those eligible and actually getting a PB in the period came down.

It should be noted however that those people not receiving a personal budget are still being fully supported but through the more traditional approach of a care manager organising support directly.

This measure is being redefined for Q2 to reflect a new national standard definition that will allow the Council's performance to be compared against others. In the meantime however it is worth noting that in terms of people receiving a personal budget by the route of a direct payment, i.e. they receive money to buy their care and support, the Isle of Wight's performance is over 10% higher than the England average and almost 15% above that of our comparator group of councils.

Safeguarding Vulnerable Adults

Performance Measure: 'Percentage of referrals to safeguarding that are repeat referrals within 12 months'

As a result of benchmarking with other local authorities, it was identified a more challenging target needed to be set. This measure seeks to provide an assurance that safeguarding interventions have been effective in addressing a cause of concern and that therefore it should not reappear; consequently a low score is good. To reflect national best practice the target for *'Percentage of referrals to safeguarding that are repeat referrals within 12 months'* has been reduced from 16% to 14.5%. Over the course of the quarter, figures have ranged from 13.5% to 14.6%. At the end of the quarter, the actual figure is 14.6%. This outturn compares well with other local authorities.

Performance Measure: Percentage of adult clients receiving a review as a percentage of those receiving a service'

The performance for *'Percentage of adult clients receiving a review as a percentage of those receiving a service'* has been a cause of concern for some months as staffing vacancies and increased demand have led to available resources being targeted at new referrals and people at greatest risk at the expense of reviews.

It is interesting to note that early figures for 2012-13 indicate that nationally there has been a decline in performance in this area and that the Isle of Wight Council's performance was at the average level of councils in the SE and only slightly lower than our "comparator group".

A thorough investigation of performance in this area has been undertaken and has highlighted that as a result of incorrect data inputting, the performance on this measure was much better than that being reported. As at 31 July the actual performance was 76% of those eligible for an annual review compared with a provisional figure of 68% that had been calculated for the end of June. As a consequence of this investigation no Q1 performance data is being reported as it cannot be regarded as being reliable.

Discussions are currently taking place to consider what should reasonably be the council's target for completing annual reviews and the pace that the Cabinet wants to take to achieve it and this will be reported

Performance commentary

into the Q2 performance report. In the meantime those individuals whose review is most overdue are being prioritised for action and two additional care managers are being recruited on 6 month contracts to accelerate an improvement in performance by the year's end.

Home Fire Safety Checks for Vulnerable Households

Please refer to „Appendix A1 – Delivery of budget savings through changed service provision“ for details on home fire safety checks.

Wider context

Framework for Change

Our Priorities

We undertake to deal more compassionately with our vulnerable and disadvantaged. We do not accept that they are a drain on society and we intend to do what we can to help them to contribute to the best of their ability to a more compassionate and caring society.

We will not permit reorganisations of services to be driven purely by financial considerations. We recognise the need for continuity and that change for those suffering from a mental health issue, can be very damaging. We also recognise the negative effect that change has on the welfare of the elderly and we will look to limit the effects of any restrictions of our activities on them in this respect.

Our root and branch review will look at all aspects of health care and the public health function on the Island, together with the very real demand placed on services by an ageing population and increased demand during peak visitor times.

We also propose working with GPs Health Visitors and our social work department and using our powers as a Public Health and Environmental Health authority to achieve improvement in quality of life for Island residents.

Source: A Framework for Change

£3.8 billion for social care announced in June's Spending Round.

The spending commitments announced by the government today (26 June 2013) will put families first with 2 more years of Council Tax freeze and improvement to the way services are delivered, which include a new £2 billion investment to help local authorities protect service levels in social care that will help save more taxpayers' money in the long term.

The package of measures announced for local government will encourage more joint working between councils themselves and between local government and central government.

One of the aims of the spending settlement includes £3.8 billion, including £2 billion of new NHS investment, to improve adult social care and join up with health services. This will help older and vulnerable people to stay healthy and remain at home thereby avoiding unnecessary hospital admissions or emergency visits to A&E. To stimulate real change, £1 billion of this funding will be paid when local results are achieved.

Source: [Gov.UK – Department for Communities & Local Government; Press Releases – 26 June 2013](#)

Social care rules aim to end 'postcode lottery'

The Government is attempting to end the "postcode lottery" over care for the elderly and disabled people in England. Under new draft rules announced by the Department of Health, all councils will have to fund services for those judged to have "substantial" needs, from 2015. It said a national minimum would stop councils reducing services due to budget cuts and would level out variations between local authorities. A spokesman for the Local Government Association said: "There is no point providing clarity over who is eligible for care if the money isn't in the system to then provide appropriate, effective and responsive services. We need assurance from government that proposed national criteria for 'substantial' care needs will be equivalent to the current level outlined by councils, and that any additional costs of implementing the new system will be fully funded."

Source: [LGA Daily News Headlines – 1 July 2013 \(Saturday\)](#)

Reporting period: Quarter 1, 2013-14

Corporate priority: Housing and Homelessness

Background: In conjunction with its partners, the council intends to work towards fulfilling the needs of Islanders for secure and appropriate housing, significant to maintaining quality of life. This may require meeting the needs of those unable to buy their own homes, or to provide environments appropriate to meeting the special needs of the elderly and disabled. To help achieve this the council has set ambitious targets for the development of affordable housing and will work towards enabling the frail and very elderly to remain living in their own homes or access housing solutions appropriate to their physical needs, and to ensure the best possible use of the Island's existing housing stock is made by bringing into use empty properties where appropriate. In addition, the provision of support, guidance and advice, will continue to be provided for those in temporary accommodation.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to housing and homelessness.

Actions carried forward

No actions carried forward.

Summary

Status: GREEN

Risk: The key risk for this priority relates to housing availability through insufficient affordable and low cost housing being built and the volume of long term empty properties not being brought back into use. The risk score remains the same as last quarter while work on large developments such as Pan Meadows continues to progress. It is recognised that these developments will increase the availability of new housing while continued work on the Empty Properties PCLC list will bring some of these empty properties back into use. Although the number of empty properties has now increased dramatically due to the changes in classification of PCLC properties, similarly, the increase in charges for long-term empty properties (now 150% Council Tax for properties empty in excess of two years) will hopefully encourage re-occupation.

Finance: Against a £5.79m budget attributable to housing & homelessness a small overspend of £68k is forecast for 2013/14 (1.19% variance). Most of pressure is in relation to the running costs associated with Downside Community Learning Centre

Compared to last financial year there is a slight pressure beginning to show against homelessness (£33,000).

The housing relate support element of the 2013/14 budget strategy savings plan has been achieved in full (£100,000).

Other relevant budgets not included in the data include the housing capital scheme budgets which for 2013/14 total £5.28m. Plans are in place to ensure the expenditure of this budget. These will help people remaining living independently in their own homes for as long as possible which in turn will help to reduce pressure on Adult Social Care Revenue budgets.

Performance: Performance in this area is generally good this quarter with all measures performing well compared to target with the exception of the number of household accepted as homeless and in priority needs which has failed to meet its target each month so far in the quarter. Homelessness, temporary accommodation and access to private rented sector remain a high priority in light of worsening national trends, which may already be attributing to the slight increases in figures locally and are anticipated to be experienced to a greater degree as the situation progresses.

<[Link to Quarter 1 data report](#)>

Performance commentary

Households accepted as homeless

The '*number of households accepted as homeless and in priority need*' is higher than target for the first quarter of 2013/14 (26 compared to 21). Compared to this quarter last year, the number of accepted households has increased (26 compared to 19 in Quarter One, 2012/13) and even more so from 2011/12 (11 in Quarter One). The number of cases not accepted as homeless also exceeds last year's figure which shows there is an increase in homeless applications being made. Early indications suggest that an end of year figure of 89 will be achieved – 5 above target.

Temporary accommodation

The '*number of households in temporary accommodation*' remains broadly on target for the first quarter of 2013/14 (146 compared to a target of 145). This figure fluctuates according to demand and the availability of move-on accommodation. Compared to the same quarter last year, the numbers are higher (146 compared to 129 in Quarter One 2011/12). Early indications suggest that the end of year target of 145 will be achieved.

Service users supported

Targets for '*percentage of service users who are supported to establish and maintain independent living*' have consistently been set at a challenging level. For the sixth quarter in a row, this measure has performed higher than its target (99.93% compared to 95.5%) by continuing to monitor contracts in order to ensure providers meet their targets. This shows the hard work undertaken by the service in times of increased work and budget pressures.

Property adaptations/modifications

There have been 517 '*properties adapted/modified to support independent living by the occupier*' in this quarter which more than doubles the increased target of 250 (200 in Quarter One 2011/12) and also the same quarter last year (258 in Quarter One 2011/12). The forecast for the end of year figure is now expected to achieve 2000 compared to the target of 1200. The work that goes towards this measure includes Handyperson jobs, Disabled Facilities Grant jobs, other disabled adaptation work and stair lift maintenance work.

Empty properties

For this financial year, the '*number of empty properties (PCLC list review)*' measure has changed to a monitoring measure with no targets set. This is due to the change in the local Council Tax scheme as of 1 April 2013 reducing the length of time a property is eligible for the "empty and unfurnished" discount (six months to three months). The result of this change added an immediate 419 properties onto the list which had been empty for between three and six months already increasing the total to 1073. The work undertaken since then has kept this figure stable and it has only increased by 10 in three months to 1083 as of 30 June.

Wider context

Framework for Change

Our priorities

Housing needs and in particular the quantity and quality of private rented accommodation in relation to standards of housing that impact on our IMD (Indices of Multiple Deprivation) statistics, will be investigated and measures sought, primarily through co-operation with landlords, to address deficiencies and raise living standards for tenants whose health is affected by damp and poor quality housing.

We propose specifically targeting those wards with the worst IMD profiles to raise standards of health, mortality and improve employment prospects and generally raise standards of living for residents.

We will work with Town & Parish Councils to help achieve these objectives.

Source: A Framework for Change

£1 million funding will boost rent options for single homeless people

Communities Minister Don Foster allocated up to £800,000 for homelessness charity Crisis to fund schemes to set up new shared tenancies for single homeless people in privately rented accommodation.

Wider context

The minister also announced a further £230,000 for the charity to continue its Private Rented Sector Access Programme, which works with local landlords to help vulnerable people find the homes they need in privately rented accommodation.

Source: [Gov.UK – Department for Communities & Local Government; News story – 13 May 2013](#)

£91 million cash to tackle over 6,000 empty and derelict homes

In mid-June, Communities Minister Don Foster announced that towns across England will benefit from £91 million to refurbish and bring back into use over 6,000 empty and derelict homes and commercial premises, particularly in the Midlands and North where the problem is most acute.

The funding will be spent on refurbishment in areas where empty properties have commonly led to problems such as squatting, rat infestation and collapsing house prices, driving remaining residents away.

Source: [Gov.UK – Department for Communities & Local Government; News story – 20 June 2013](#)

Reporting period: Quarter 1, 2013-14

Corporate priority: Regeneration and the economy

Background: The council's Economic Development Delivery Action Plan (2011/12 to 2013/14) is focused on the following key areas of activity:

- Increasing inward investment;
- Provision of sufficient employment land;
- Development of a skilled workforce in key sectors;
- Promotion and expansion of renewable energy activities;
- Installation of a superfast broadband network;
- Developing and promoting 21st century tourism offer.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to regeneration and the economy.

Actions carried forward

No actions carried forward.

Summary

Status: GREEN

Risk: As reported in the last quarter, the risk relating to the Island's economic position has remained consistently high over the year, linked to the wider national economic downturn. The position for the first quarter of this year has not changed. The control measures in place, as well as the activities highlighted in the performance commentary would, under normal circumstances, drive the risk score down, however this is restricted by the global and national financial climate.

Monitoring progress of the economic development plan and working closely with the Local Enterprise Partnership (LEP) will be key mitigating activity for this risk.

Finance: There are no significant budget pressures in this financial year.

Spending on Tourism has now taken the form of a contract payment to the new Tourism DMO, Visit Isle of Wight Ltd.

Performance: All targets for the economic indicators have been exceeded; in some cases these figures have doubled the expected targets with considerable work underway to support businesses seeking growth funding.

Seventy five per cent of the planning targets are showing as 'amber', just failing to hit the expected targets. Overall, the number of planning applications received is down by 12.5% when compared to the same timeframe in the previous year. Performance has dropped in determining minor planning applications and other type planning applications within the eight week timeframe when compared to quarter one of the previous year.

[<Link to Quarter 1 data report>](#)

Performance commentary

Potential Investors

There were four approaches made in person to potential investors during the first quarter. These were to two marine investors, a tourism investor and a composites company operating in the automotive sector. The IW Council was also represented at Ocean Business 2013 at the National Oceanographic Centre and will report on successful contacts in quarter two.

There were 7 potential investors receiving support during quarter one which is higher than the anticipated target of three. Potential investors include two tourism projects, a tidal energy investor, a marine company, a product design business, a transport and composites engineering business.

Advice and guidance to business

The '*number of in person advice and guidance activities with businesses seeking to grow and develop on the Island*' continues to perform well with eight against a target of five for the first quarter. The quarter has seen a considerable amount of activity to support businesses seeking growth funding from both the IsleWork initiative (micro/start-up) and Bridging the Gap II covering Southampton and the Isle of Wight. The Solent Local Economic Partnership received 21 applications from the Isle of Wight and the economic development team directly supported 10 of these.

Youth unemployment

There were 65 young people engaged in the Islework initiatives during quarter one which is above the target of 50. The pre apprenticeship initiative has now provided 177 opportunities with local companies whilst 155 apprenticeship grants have been taken up many allowing pre apprenticeships to be converted into full time apprentices. The initiatives being delivered for the council by the chamber of commerce have assisted 40 people with business start-up, 60 with mentoring and support and some 160 businesses and individuals have received advice via the enterprise hub.

Planning Services

The total number of planning applications received during the first quarter is just below target with 442 applications received against a target of 456. May saw the highest number of applications received (155) with 147 received in April and 140 in June. A total of 505 applications were received during the same quarter last year, a decrease of 12.5%.

There were nine major planning applications determined during quarter one, seven of which were determined within the thirteen week timeframe (77.8%). This is slightly lower than the 80% (eight out of 10 major applications) determined during the same timeframe during quarter one 2012/13.

There were 136 minor planning applications determined during quarter one, 94 of which were determined within the eight week timeframe (68.6%). During quarter one 2012/13, there were 153 minor applications determined, 126 of which were determined within the timeframe (82.4%).

There were 259 other type planning applications (includes householder applications, listed building alterations and conservation area applications) determined during quarter one, 206 of which were determined within the eight week timeframe (79.5%). During quarter one 2012/13, there were 236 other type planning applications determined, 209 of these were determined within the timeframe (88.6%).

Superfast Broadband

The Council issued its Invitation to Tender for delivery of the Superfast Broadband project on 20 May 2013 and received a response from BT on 29 June 2013. This is currently being evaluated and a report is due to be considered by Cabinet in September 2013. If approved, delivery of fibre broadband to those parts of the Island where there is no commercial case for investment in the required infrastructure could commence in April 2014 and be completed in September 2015. On successful completion of the project, 99% of island homes and businesses will have access to fibre broadband. Cabinet is due to re-consider the award of the Superfast Broadband contract when it meets on 10 September.

Performance commentary

Solent Ocean Energy Centre (SOEC)

A new Joint Venture Company called Perpetuus Tidal Energy Centre (PTEC) has now been established to take forward the project. Contracts to carry out the engineering design work and to achieve the consents and licences required for the construction of the tidal energy facility are due to be awarded in July following a formal OJEU tender process. A grid connection study is underway and survey work commenced in July.

Wider context

Framework for Change

Our Priorities

To seek to introduce:

- Closer working relationships with the Chamber of Commerce
- Support for small businesses through start-up grants, pop-up shops and shop local schemes.
- Co-ordinated strategies to encourage local Business Associations to work with town/parish councils to support the High Street and in particular encourage independent retailers to promote uniqueness/individuality in each town.
- Initial period, free parking schemes, to encourage in-town shopping, possibly in conjunction with town and parish councils.
- Favourable terms for manufacturers and those requiring skilled workers to attract industry to the Island and make it a good place to do business.
- An Island currency to help keep money in the local economy
- Policies that will ensure local business are the first port of call for the Isle of Wight Council.
- Viable and sustainable programs to attract funding.
- Special consideration for younger and older unemployed people who find it more challenging to find work due to inexperience or their close proximity to retirement.

We will commit to actively seeking out assistance that attracts new technologies and high tech companies to the Island and investigate the feasibility of providing real incentives; not just money as has happened in the past, such as location, access, workforce and enterprise zones.

Source: A Framework for Change

Reporting period: Quarter 1, 2013-14

Corporate priority: Waste Strategy

Background: The current Integrated Waste Management contract will end in October 2015 and the associated infrastructure is also nearing the end of its life. The council has reviewed and evaluated the options and technologies associated with waste management in order to meet its aspiration to become a leader in municipal waste management whilst meeting the need to reduce residual waste landfill to a minimum.

The council's Waste Plan expired in 2011. The council is working to achieve the corporate priority set out in the council's Corporate Plan 2011-2013 to produce a waste strategy that provides a framework for legal responsibilities and waste aspirations for the council and the Island. Following a full consultation the waste strategy will come into effect in November 2015 to coincide with commencement of the new contract.

See the [Isle of Wight Council Corporate Plan 2011-2013](#) for full details regarding the council's commitment to the waste strategy.

Actions carried forward

There are no actions to carry forward.

Summary

Status: GREEN

OJEU Contract Notice: The OJEU contract notice was published in June 2013 to formally commence the procurement of the new waste contract. A number of soft market testing meetings were held with potential providers in the lead up to the publication of the contract notice.

Pre Qualification Questionnaire (PQQ): The procurement is at the PQQ stage. 24 potential providers have requested the PQQ and the Descriptive Document to date, following the publication of the contract notice. Following evaluation of the PQQs, potential providers will be shortlisted and invited to participate in the competitive dialogue, which will begin in September 2013.

Bidders' Day: The bidders' day took place on the 10 July with 25 organisations in attendance. The level of attendance is a good indicator of the market's interest in this contract opportunity.

Waste Strategy: Development of the Waste Strategy will continue. Consultation on the strategy will be completed prior to the implementation of the strategy in 2015 to coincide with commencement of the new contract.

Waste Project Programme: The project programme is monitored and updated as required.

Risk: The risk register is reviewed regularly and is updated to reflect emerging risks.

Finance: The project continues to be managed within the current budget.

Operational performance: Recycling targets are being met although are at a lower level than last year. The amount of municipal and household waste is also lower than expected.

[<Link to Quarter 1 Data Report>](#)

Project Milestone Update

Programmed date

Actual Date

Procurement (may be subject to change as procurement phase is finalised)

OBC finalised in readiness for Cabinet

Jan 2013

Jan 2013

OBC presented to Cabinet for approval

Feb 2013

Feb 2013

Final OBC approval via Delegated Decision

Mar 2013

Mar 2013

Project Milestone Update	Programmed date	Actual Date
PIN published	Mar 2013	Mar 2013
OJEU contract notice published	Jun 2013	Jun 2013
Bidders' day	Jul 2013	Jul 2013
Closing date for submission of Pre-Qualification Questionnaire (PQQ)	Jul 2013	
Complete Invitation to Submit Outline Solutions (ISOS)	Mar 2014	
Complete Invitation to Submit Detailed Solutions (ISDS)	Sep 2014	
Complete Invitation to Submit Refined Solutions (ISRS)	Mar 2015	
Complete Call for Final Tender (CFT)	Jun 2015	
Appointment of contractor	Sep 2015	
Contract mobilisation	Sep – Oct 2015	

Milestone commentary

OJEU CONTRACT NOTICE

The OJEU contract notice was published on the 11 June 2013 to commence the procurement of the new waste contract. A total of 24 potential providers have requested the PQQ and Descriptive Document to date and the deadline for submission of completed PQQs is 31 July 2013.

The evaluators of the PQQs have been selected and a session explaining the evaluation process has been held to ensure all evaluators are consistent in their approach to scoring the submissions. Guidance has also been provided to support the process.

WASTE STRATEGY

Consultation on the waste strategy is intended to take place during 2015 when the proposed waste targets have been further tested through dialogue. The strategy will be implemented to coincide with the commencement of the new contract.

SURVEYS

The Waste Composition Study conducted in 2012/13 has been analysed and the raw data from this will be provided to potential providers to assist them in the development of their solutions.

Scoping surveys for utilities, noise, dust, odour, landscape quality, ecology, traffic and bio-aerosols have been completed at the Afton Marsh, Forest Park and Lynnbottom waste sites. The results from these surveys will be made available to those potential providers who are invited to participate in competitive dialogue.

Topographical surveys of the three sites are due to be conducted over the summer period. The results of these surveys will be made available to potential providers to assist them in developing site plans for their proposed solutions.

PROCUREMENT DOCUMENTS

The procurement documents are being prepared in readiness for the start of competitive dialogue in September 2013.

STAKEHOLDER MANAGEMENT

The following activities are ongoing or have taken place in the last three months:

The project team conducted a total of 25 soft market testing meetings in the lead up to the publication of the OJEU contract Notice.

Milestone commentary

A bidders' day to provide potential providers with information about the size, scope, priorities and waste management needs of the council was held on the 10 July 2013. The bidders' day gave potential providers the opportunity to ask questions about the project and the procurement process. There were a total of 40 attendees from 25 organisations.

Following the bidders' day, a press release was issued to ensure that any organisations that may have missed the OJEU contract notice were made aware that the PQQ can be requested up until 24 July 2013.

A member's information session was held on the 10 July 2013 to bring new and existing members up to date with the project and to explain how the project will progress in the lead up to contract commencement in November 2015. A copy of the slides presented during the session has been circulated to all members. A further members' information session will outline the development and content of the output specification.

A project communication plan detailing the intended stakeholder management activities has been developed and is being reviewed regularly with the Resident Information and Consultation Team.

Performance commentary

Recycling

The level for the *percentage of household waste sent for reuse, recycling and composting* marginally has been above its increased target of 45% for the last 2 months although at levels marginally lower than during the same period in 2012-13. *The percentage of waste diverted from landfill (including fuel)* has been below target through this quarter in part due to planned maintenance of the gasification plant.

Landfill

The level of tonnage for both '*tonnes of municipal waste*' and '*tonnes of household waste*' was lower than expected in June after being close to predicted levels in April and May. The levels in June reflect the similar decline in tonnage in previous years.

Wider context

Recycle food waste to hit climate change targets

Britain is on course to miss its 2025 climate change targets unless households start to collect food waste separately, insulate their lofts and drive more efficiently according to government advisers. The Committee on Climate Change, which monitors government progress on cutting emissions, said targets up to 2017 will only be met because the recession means the country is using less energy.

Source: [LGA Daily News Headlines – 26 June 2013](#)